

How Healthy is my Relationship With my Staff?

Rating Scale

4 = I do this often

3 = Sometimes I do this, but not consistently

2 = I do this only occasionally

1 = I don't do this at all.

___ I take time, up front, to describe projects and tasks, and set parameters with my staff, so they know what is expected, and why.

___ I give my staff positive reinforcement and praise.

___ My staff receives clear, honest feedback and coaching.

___ Once my staff knows the desired results, I get out of their way and let them have the freedom to do their jobs.

___ I give my staff "face time", both one-on-one and in team meetings.

___ If one of my staff gets off track or makes a mistake, I use it as a teaching opportunity.

___ I share information freely with my staff and encourage open dialogue and participation.

___ I don't blame or use guilt, threats, or other demeaning tactics.

___ I don't hide behind bureaucracy, or policies. I try to get things done quickly and effectively.

___ I don't make decisions that affect my team without including them in the process.

___ I spend more time with good performers than with poor ones.

___ I address poor performance and make sure that the individual has a clear plan for improvement.

___ I don't overlook good performers to the point of burnout.

___ I take time to learn each of my staff's career and job goals and encourage them to work on tasks and projects that will stretch them toward those goals.

- ___ I try new ideas, whether they are mine or from someone else.
- ___ I reward healthy risk-taking and I'm careful not to punish good effort.
- ___ I seek input from my staff on ways I can improve as a leader.
- ___ I enjoy giving my staff visibility and sharing credit with them.
- ___ I spend more time working with people than working on paperwork.
- ___ I treat all my staff with respect and dignity.
- ___ I encourage a fun sense of community in my work unit.

Scoring

- Congratulate yourself on your 4s!
- Review your 3s and 2s, and zero in on the ones that will make the most difference to your staff.
- If you have any 1s, choose one and write down an action plan. Put the action plan somewhere that you will see it every day for a month.

- adapted from Milwaukee Journal Sentinel 3/5/2000